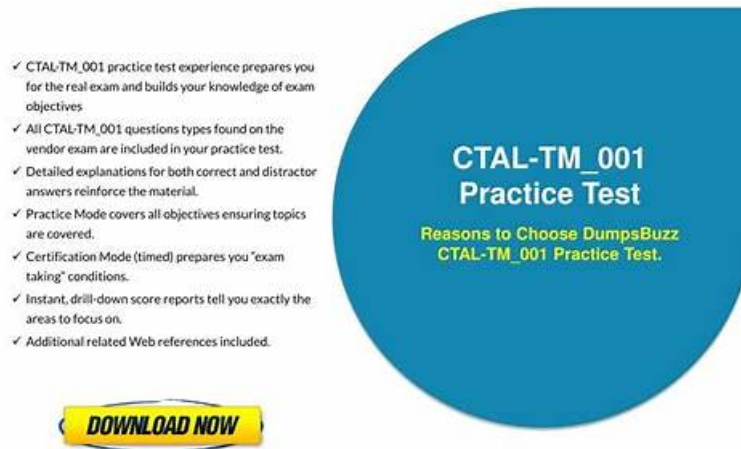


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## ISTQB Certified Tester Advanced Level - Test Manager Sample Questions (Q171-Q176):

### NEW QUESTION # 171

You are the Test Manager for a new product that is being developed according to an iterative lifecycle. At this point, you have 100% of your smoke tests automated, 20% of your functional tests and 50% of your regression tests. Your iterations are four weeks long. You are finding that with each iteration significant maintenance is required for your automated tests and you are not able to complete the testing within the planned timeframe. The test plan you created at the beginning of the project indicates that all automated tests should be run before any manual tests.

Which of the following is a reasonable change to this plan based on how the project is going? [2]

- A. Run the automated regression tests first then proceed with the manual and automated functional tests, discontinuing the automated smoke.

- B. Run the manual tests first and maintain the automation as time allows.
- **C. Continue to run the automated smoke tests first, execute the automated regression test and new manual functional tests in parallel, and discontinue automating any new functional test cases.**
- D. Continue to run all the automation first, performing whatever maintenance is needed and then transfer testing resources from manual testing to increase the automation coverage.

**Answer: C**

Explanation:

The most reasonable change to the plan based on how the project is going is to continue to run the automated smoke tests first, execute the automated regression test and new manual functional tests in parallel, and discontinue automating any new functional test cases. This is because this option can help to reduce the maintenance effort and time for the automated tests, while still ensuring that the most critical and frequently changed areas are tested adequately. By running the automated smoke tests first, the test team can verify the basic functionality and stability of the new build before proceeding to more detailed testing. By executing the automated regression test and new manual functional tests in parallel, the test team can optimize the use of the available testing resources and cover the most relevant test cases for the current iteration. By discontinuing automating any new functional test cases, the test team can avoid adding more complexity and maintenance overhead to the existing automation suite. Test Automation - ISTQB not-for-profit association Reference: Certified Tester Advanced Level Test Manager (CTAL-TM) - ISTQB not-for-profit association, ISTQB Test Manager Certification - ISTQB Exams Worldwide - ISTQB Official Registration, Test Automation - ISTQB not-for-profit association

### NEW QUESTION # 172

An old stock control system is being decommissioned and replaced with a new system that has been running successfully in the live environment for the last few months. The stakeholders would like to -

- \* retain historical information held in the database to comply with their data retention policy (which requires order information to be retained for 7 years)
  - \* query the historical information by running pre-written SQL queries.
  - \* all commands must be invoked by keyboard as one of the end users is unable to use a mouse
- The pre-written SQL queries will be designed, developed and tested by the developers who are decommissioning the system and writing the data migration routine. As the system to be decommissioned is integrated to other systems that will remain operational, the stakeholders have requested that testing incorporates all systems that are part of the stock control suite.

The stakeholders and project manager have identified the following risks, in priority order -

- \* 1st - Data has not been successfully migrated to an archived data store, resulting in the inability to query past stock levels and re-order details.
  - \* 2nd - Historical data for the last 7 years is unavailable, resulting in the failure to meet the data retention policy.
  - \* 3rd - Failure of existing systems within the stock control suite, adversely affecting the operational running of the business
- The risks are to form the basis of the test objectives. Which three of the following test activities, work products and/or resources achieves the test objectives?

a. Use of the live database to test the data migration does not corrupt or lose data  
 b. A test plan detailing the test approach for ST, SIT & OT test levels  
 c. Accessibility testing of the pre-defined SQL queries  
 d. Security and Penetration testing of the archived database  
 e Performance testing of the data migration exercise to ensure it completes in the time specified by the stakeholders  
 f. Functional testing of the pre-defined SQL queries  
 g. Regression testing of the end to end process for maintaining specified stock levels.

- A. b, d and f
- B. a, c and g
- **C. a, b and d.**
- D. a, e and g

**Answer: C**

### NEW QUESTION # 173

Which of the following can demotivate a tester? [1]

- A. When metrics indicate weaknesses in their testing
- B. Receiving direct and honest feedback on areas to improve
- C. Working extra hours, resulting in a successful product deployment
- **D. When testing is cut short, resulting in a high number of production defects**

**Answer: D**

Explanation:

This can demotivate a tester because it implies that the tester's work is not valued or respected by the management or the stakeholders. It also suggests that the tester's efforts and skills are wasted or ineffective, as the product quality is compromised and the customer satisfaction is reduced. Testing is cut short when there is insufficient time, budget, or resources allocated for testing, or when there is pressure to release the product without adequate testing. This can lead to frustration, dissatisfaction, and loss of confidence among the testers. Top 6 things that demotivate a developer

How to Demotivate Your Best Employees References:

- \* Top 6 things that demotivate a developer - Amsterdam Standard
- \* How to Demotivate Your Best Employees - HBS Working Knowledge

#### NEW QUESTION # 174

Which of the following best describes the appraisal costs in the cost of quality?

- **A. The cost for performing dynamic testing**
- B. The cost spent preventing defects from occurring in the first place
- C. The cost for lawyers to deal with a lawsuit over a defect
- D. The cost for fixing defects

**Answer: A**

Explanation:

\* Definition of Appraisal Costs:

\* Appraisal costs include expenses related to evaluating and testing the product to detect defects before release.

\* These include costs for dynamic testing, reviews, inspections, and validation activities.

\* Evaluation of Options:

\* A refers to prevention costs, not appraisal.

\* B is correct because dynamic testing is an appraisal activity.

\* C refers to failure costs (internal/external), not appraisal.

\* D relates to legal failure costs.

References and Syllabus Alignment:

\* Appraisal costs are outlined under "Cost of Quality" in ISTQB syllabus (TM-2.1.1).

#### NEW QUESTION # 175

Which of the following is a way in which risk analysis drives test analysis?

- A. It influences the type of reporting that will be used during execution
- **B. It guides the selection of test conditions that must be covered by testing**
- C. It drives root cause analysis for any defects found
- D. It determines which tests should be executed first

**Answer: B**

Explanation:

\* Role of Risk Analysis in Test Analysis:

\* Risk analysis identifies areas with the highest likelihood and impact of failure, enabling the test team to focus on critical functionalities.

\* It is used to determine test conditions that must be addressed to mitigate risks effectively.

\* Evaluation of Options:

\* A is incorrect as determining test execution order happens during test execution, not analysis.

\* B is correct because selecting test conditions is part of test analysis influenced by risk levels.

\* C relates to reporting and is unrelated to test analysis.

\* D pertains to defect management, not test analysis.

References and Syllabus Alignment:

\* This aligns with risk-based testing as described in "Risk Analysis and Risk-Based Testing" (TM-1.3.1).

#### NEW QUESTION # 176

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